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Decoding Transformational Leadership and Emotional Intelligence Through the Lens of Bhagwad Gita's Trigunas: A Study of Graduated Start-Up Founders in Ahmedabad

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1. Introduction

Gujarat, a state in western India, has been actively fostering a thriving start-up culture in recent years. The state government has taken several initiatives to foster enterprise and tender a propitious milieu for nascent ventures. Some of the factors favouring the growth of start-ups in the state are:

- Vibrant Ecosystem: Gujarat has developed a vibrant start-up ecosystem with a strong support system. The state government has launched initiatives like "Start-up Gujarat" and "Gujarat Innovation and Start-up Policy" to encourage entrepreneurship and provide support to start-ups. These initiatives include funding assistance, incubation support, mentorship, and access to networks and resources.
- Entrepreneurial Mind-set: Gujarat has a long history of entrepreneurship and a culture that values business and enterprise. The state has produced successful entrepreneurs across sectors, which inspires and motivates aspiring start-up founders. This entrepreneurial mind-set contributes to the growth of the start-up culture in Gujarat.
- Incubators and Accelerators: Gujarat hosts several incubators and accelerators that provide a nurturing environment for start-ups. These include academic institutions, research centres, and private organizations offering mentorship, infrastructure, networking opportunities, and access to investors. These support structures enhance the chances of success for start-ups in the region.
- Access to Capital: Gujarat raises its financial floodgates for innovative solutions through various channels. Angel investors, venture capital firms, and government funding schemes are available to provide financial support to promising start-ups.

Additionally, Gujarat has witnessed the growth of angel investor networks, which facilitate funding and mentorship opportunities for start-ups.

- Focus on Innovation: In Gujarat, nascent ventures burgeon with innovation across diverse realms, encompassing technology, healing arts, husbandry, renewable power, and beyond. Gujarat's ecosystem encourages start-ups to develop innovative solutions to address societal challenges and tap into emerging market opportunities.

However, the success ratio of start-ups significantly depends on multiple factors such as industry, business model, market conditions, leadership, and execution capabilities. Start-up success is not guaranteed, and many ventures face challenges and risks along the way. While Gujarat has seen success stories of start-ups that have achieved significant growth, market recognition, and financial success, there are also instances where start-ups have faced hurdles or have not been able to sustain their operations. Transfiguring leadership is a governance style that can wield a substantial influence upon the prosperity of nascent ventures. This approach to leadership centers on inspiring and motivating employees to attain their utmost potential and to transcend their personal interests for the collective triumph of the organization. It entails crafting a vision, establishing lofty expectations, and furnishing support and direction to assist employees in realizing their objectives.

Here are some ways in which transformational leadership can contribute to start-up success:

- Visionary Leadership: Transfiguring leaders are renowned for their capacity to conjure a captivating vision of the morrow and to impart it eloquently to their retinue. In a start-up context, this can help to align employees around a common purpose and inspire them to work towards achieving ambitious goals.
- Motivation and Engagement: They encourage employees to take risks, think creatively, and contribute their best efforts. This can be especially crucial in start-ups where

employees may need to go above and beyond their defined roles to meet the challenges of a dynamic and rapidly evolving environment.

- Development and Growth: Transfiguring leaders invest in the cultivation and expansion of their employees. They furnish mentorship, coaching, and support to assist individuals in augmenting their skills and capabilities. This emphasis on personal and professional growth can foster a culture of perpetual learning within the nascent venture, resulting in elevated employee satisfaction and retention.
- Accentuate collaboration and teamwork: They establish an inclusive and supportive milieu where individuals feel esteemed and empowered to contribute their distinctive perspectives and talents. This fosters effective communication, cooperation, and synergy among team members, culminating in augmented productivity and innovation.
- Adaptability and Change Management: Start-ups operate in a fast-paced and ever-changing business landscape. Transformational leaders are skilled at managing change and adapting to new circumstances. Their ability to embrace uncertainty, make quick decisions, and inspire others to navigate through challenges can be crucial for start-up success.

Emotional intelligence (EI) is another pivotal factor that can substantially contribute to the prosperity of nascent ventures. EI alludes to the capacity to comprehend and manage one's emotions effectively, as well as to recognize and empathize with the emotions of others. Here is how emotional intelligence can positively affect start-ups:

- Self-Awareness: Nascent ventures confront myriad challenges, and leaders endowed with elevated emotional intelligence possess self-awareness, enabling them to comprehend their strengths, weaknesses, and triggers. This awareness empowers them to render more judicious decisions, manage stress, and seek support when requisite.

- Relationship Building: Start-ups thrive on relationships, whether it is with team members, investors, customers, or partners. Leaders with high emotional intelligence can build strong connections and rapport with others. They excel at active listening, understanding diverse perspectives, and responding empathetically, which fosters trust and collaboration within the start-up ecosystem.
- Conflict Resolution: Conflicts can arise in any start-up due to differences in opinions, priorities, or personalities. Emotionally intelligent leaders can effectively manage and resolve conflicts by staying calm, actively listening to all parties involved, and finding mutually beneficial solutions. They understand the impact of emotions on conflicts and work towards maintaining positive relationships among team members.
- Team Motivation: Emotionally intelligent leaders are adept at motivating and inspiring their teams. They comprehend the emotional needs and aspirations of their employees, and they can furnish support and encouragement accordingly. By recognizing and appreciating individual and team accomplishments, emotionally intelligent leaders establish a positive work environment that elevates morale and productivity.
- Adaptability: Nascent ventures operate within a dynamic and unpredictable milieu, demanding leaders who can adapt to alterations effectively. Emotionally intelligent leaders are flexible, resilient, and open to new ideas and feedback. They can navigate through uncertainties, make informed decisions, and inspire their teams to embrace change and innovation.
- Customer Understanding: Understanding the emotions and needs of customers is crucial for start-ups to develop products or services that meet their expectations. Emotionally intelligent leaders can empathize with customers, gather valuable insights, and create offerings that resonate with their emotions. This enhances customer satisfaction, loyalty, and ultimately, the success of the start-up.

Emotional mastery is a cornerstone of entrepreneurial triumph, granting leaders the capacity to govern themselves, forge enduring alliances, quell discord, galvanize their teams, navigate change with resilience, and fathom the desires of their clientele. Cultivating and nurturing emotional intelligence can significantly advantage nascent venture leaders and contribute to the comprehensive growth and endurance of the organization.

1.1 Connecting Bhagwad Geeta's trigunas (Sattva, Rajas and Tamas) with transformational leadership

In the Bhagavad Geeta, the concept of gunas (qualities or attributes) are described. These gunas, known as Sattva, Rajas, and Tamas, represent different states of mind and behaviour. Following connections can be drawn between the gunas and transformational leadership.

Sattva Guna: Sattva represents purity, balance, and harmony. It is associated with qualities such as clarity, wisdom, selflessness, and virtue. Leaders influenced by Sattva Guna tend to be compassionate, self-aware, and focused on the greater good. They lead by example, inspire others through their ethical behaviour, and create an environment that promotes growth, learning, and collaboration. Sattvic leaders manifest qualities that harmonize with transformational leadership, as they inspire and motivate their retinue to attain their utmost potential.

Rajas Guna: Rajas is characterized by activity, ambition, and passion. It is associated with qualities such as dynamism, restlessness, and an ardent desire for accomplishment. Leaders influenced by Rajas Guna may exhibit characteristics of both transformational and transactional leadership styles. They are driven, goal-oriented, and may use a combination of motivation, rewards, and performance expectations to inspire and guide their teams. However, if the Rajas Guna is imbalanced, leaders may also display controlling or authoritarian tendencies.

Tamas Guna: Tamas represents inertia, ignorance, and stagnation. It is associated with qualities such as laziness, confusion, and lack of initiative. Leaders influenced by Tamas Guna may

exhibit autocratic or passive leadership styles, lacking vision, and failing to inspire or empower their teams. Such leaders may hinder growth, innovation, and motivation within the organization.

1.2 Role of emotional intelligence as a catalyst to develop transformational leadership while considering the Trigunas:

In the Bhagavad Geeta, the concept of gunas (qualities or attributes) is described as Sattva, Rajas, and Tamas, representing different states of mind and behaviour. Emotional intelligence, on the other hand, is a psychological concept that relates to one's ability to recognize, understand, and manage emotions effectively.

Sattva Guna and Emot. In.: Sattva Guna is associated with qualities such as clarity, wisdom, and balance. Emotional intelligence aligns with Sattva Guna to some extent, as individuals with high emotional intelligence possess self-awareness, empathy, and the ability to manage their emotions and relationships effectively. They exhibit qualities of calmness, compassion, and emotional balance, which resonate with the qualities of Sattva Guna.

Rajas Guna and Emotional Intelligence: Rajas Guna represents qualities such as activity, ambition, and passion. While emotional intelligence does not directly correlate with Rajas Guna, individuals with high Emot. In. can effectively navigate and channel their ambition and passion. They can maintain self-control, manage stress, and handle conflicts constructively, which helps them maintain a balanced approach in their actions and interactions.

Tamas Guna and Emotional Intelligence: Tamas Guna is associated with qualities such as inertia, ignorance, and stagnation. Emotional intelligence, on the other hand, aimed self-awareness and the ability to manage emotions effectively. Individuals with high emotional intelligence actively work to overcome inertia and stagnation by recognizing and addressing their emotional barriers, promoting personal growth and development.

2. Review of Literature

(Wolf, 1999) in the paper titled, "A Psychometric Analysis of The Three Gunas" aimed to examine the validity of the Vedic constructs. The paper-employed statements founded upon a Vaisnava or personality comprehension of the Vedic philosophy. The author managed to reduce the previous scale from 90 statements to 54 based on the statistical analysis. The paper employed a sample of six hundred and nineteen respondents as sample. The sample was purposive to the extent that it comprised a variety of demographic population of diverse age and occupation group of a south eastern US city. The sample also had respondents from subscribers of an Eastern-style spirituality magazine. The data was analysed for reliability, validity, and an improved scale for measuring the gunas and suggesting measures for vocational guidance and enhancing the Sattva state can be provided.

(Alban-Metcalfe & Alimo-Metcalfe, 2000) The Transformational Leadership Questionnaire (TLQ) was devised upon the foundation of eliciting leadership constructs from managers laboring at diverse levels (executive, top, senior, and middle) within two substantial segments of the UK public sector, employing a grounded theory approach. This endeavor was undertaken to furnish evidence of the convergent and discriminant validity of the newly developed leadership questionnaire and to bolster the assessment and development of leadership within organizations. Eight scales measuring various facets of transformative leadership were shown to substantially correlate with each of the five criteria variables. Discriminant analysis revealed, however, that for the various groups and sub-groups of managers, split by level, by sex, and by level x sex, the connection between the scales and the criteria variables is not constant.

(Ugoani, Amu, & Kalu, 2015) This paper, published in the Independent Journal of Management & Production (IJM&P), investigates the relationship between emotional intelligence (EI) and transformational leadership style. The study employs a correlational design, meaning it examines the strength and direction of the association between two variables (EI and

transformational leadership) without establishing cause-and-effect. Data was collected using a 5-point Likert-type questionnaire based on Schutte's Self Report emotional intelligence scale. The sample included unspecified participants, making it difficult to assess the generalizability of the findings. The Pearson correlation coefficient was used to analyze the data. The study found a strong positive correlation between emotional intelligence and transformational leadership style ($r = .90$). This suggests that individuals with higher levels of emotional intelligence are more likely to exhibit transformational leadership behaviors. The correlational design limits the ability to draw causal conclusions. The unspecified sample raises concerns about generalizability. The paper does not explore the specific dimensions of emotional intelligence that might be most relevant to transformational leadership. The study suggests a potential link between emotional intelligence and transformational leadership, which could be of interest to leadership development programs. Further research is needed to explore the causal relationship between these two constructs and identify the specific emotional intelligence dimensions that contribute to transformational leadership. This paper offers a preliminary investigation of the relationship between emotional intelligence and transformational leadership. The strong positive correlation is interesting, but additional research with a more robust design and focus on specific emotional intelligence dimensions is necessary to draw more definitive conclusions.

(Gayathri & Meenakshi, 2012) This intriguing paper by Gayathri and Meenakshi takes us on a journey beyond the battlefield of Kurukshetra and into the timeless wisdom of the Bhagavad-Gita. It explores the surprising alignment between this ancient Hindu scripture and the modern concept of emotional intelligence (EQ). Instead of dry statistics, the authors weave a tapestry of verses from the Gita, revealing how the text itself embodies the very principles of EQ. Imagine Arjuna, the conflicted warrior, as a man grappling with his emotions. Here, Lord Krishna, the divine charioteer, emerges as the ultimate EQ coach, guiding Arjuna towards self-awareness, emotional control, and ultimately, decisive action.

The paper highlights the concept of "Sthithapragnya," a state of emotional stability and equanimity described in the Gita. This, they argue, is the essence of a person with high EQ. The authors don't just draw parallels, they delve deeper, suggesting the Bhagavad-Gita offers a more holistic approach to EQ, encompassing not just self-mastery but also a focus on detachment from worldly desires and a sense of duty.

While this paper offers a refreshing perspective, it leaves us wanting more. Could further research explore practical applications of the Gita's wisdom in developing EQ in leaders, employees, or even oneself?

Overall, this paper is a thought-provoking exploration of a fascinating intersection. It reminds us that the quest for emotional intelligence might not be a modern invention, but a timeless human pursuit, perhaps echoing even on the battlefield of Kurukshetra.

(Dhani & Sharma, 2016) This paper by Dhani and Sharma dives into the intriguing question of how emotional intelligence (EI) influences job performance, specifically within the Indian context. Their research sheds light on the significance of emotional mastery for success in the Indian workplace. The study employs established tools like the DKEIT questionnaire to measure EI and the Job Performance Index (JPI) to gauge employee effectiveness. Notably, DKEIT is an Indian-developed instrument, adding a layer of cultural sensitivity to the analysis. The research examines middle-level managers across five diverse sectors – banking, power, healthcare, IT, and advertising – providing a well-rounded perspective. The findings reveal a significant positive correlation between emotional intelligence and job performance. This suggests that employees with higher EI tend to excel in their roles. The study delves further, indicating that all components of EI, including emotional perception, appraisal, and regulation, contribute positively to job performance.

This research offers valuable insights for the Indian business landscape. Cultivating emotional intelligence among employees can lead to a more productive and harmonious work environment. Here's where the Indian context becomes particularly relevant:

Focus on Teamwork: The study highlights the importance of emotional intelligence for teamwork, which is often crucial in Indian workplaces.

Leadership Development: Insights from this research could be applied to leadership development programs, fostering emotionally intelligent leaders who can inspire and motivate their teams. While the study explores a broad range of sectors, further research might delve deeper into the potential nuances of EI within specific Indian industries or cultural contexts.

Overall, Dhani and Sharma's research offers a valuable contribution to understanding the interplay between emotional intelligence and job performance in the Indian context. Their work paves the way for further exploration of how to cultivate and leverage this essential skill set in today's dynamic workplaces.

(Kejriwal & Krishnan, 2004) This paper by Kejriwal and Krishnan ventures into the fascinating realm where ancient philosophy meets modern leadership. It explores the potential influence of the Vedic worldview and the concept of Gunas on transformational leadership. The authors propose a framework that integrates the Vedic worldview, characterized by concepts like karma and maya, with the Gunas, representing fundamental psychological qualities – Sattva (awareness), Rajas (dynamism), and Tamas (inertia). They argue that a leader with a predominantly Sattvic nature, emphasizing self-awareness, empathy, and action with mindfulness, aligns best with the principles of transformational leadership.

The study, employing experimental methods, investigates the perception of leadership effectiveness based on portrayals highlighting different Gunas. Interestingly, the findings suggest that a combination of Sattva and Rajas, representing a balance between awareness and action, may be most effective for transformational leadership. This research sparks intriguing possibilities for understanding leadership through a new lens. However, some threads remain to be explored. Could further studies delve deeper into the practical application of these concepts in leadership development programs? Additionally, how do these principles translate across diverse cultures and organizational settings?

Overall, Kejriwal and Krishnan's exploration offers a valuable contribution to the tapestry of leadership theory. By weaving together ancient wisdom and modern leadership concepts, they invite us to consider the multifaceted nature of effective leadership and the potential for self-awareness and mindful action to guide the way.

(Lakshmypriya & Ramakrishna, 2020) The process of motivating and enabling the team to work toward the objective is known as transformational leadership. Global business houses have long used Western management philosophies as their standard. Researchers and management professionals are now turning to eastern cultures as a result of the occasionally failing joint ventures and expanding worldwide economic difficulties. This research used metaphors from the Bhagavad Gita on the fundamentals of transformational leadership to examine how communicative leadership style and transformational leadership style converged. The conversation between Lord Krishna and Arjuna highlighted the process of how communicative leadership and transformational leadership created outcomes even in an hour of crisis. In light of the entry into the workforce of gen Z techies, the study investigates the importance of leadership style.

(Kuknor, Rastogi, & Singh, 2021) This study aimed to provide business executives with knowledge of Indian scriptures and tips on how to take use of the gurus' early works. It enabled them to have an impact on others and to lead inclusively and compassionately. According to the Bhagavad Gita, transformative leadership should be built on moral standards and timeless ideals. As a result, the researchers worked to extract and elaborate on the Bhagavad Gita's leadership ideas. This study specifically showed how Gita's teachings might change a transactional, or "me-leader," into a transformational, or "we-leader."

(Polychroniou, 2009) This paper by Sotiriou and Siokas delves into the dynamic interplay between emotional intelligence (EI) in supervisors, their transformational leadership style, and ultimately, the effectiveness of their teams. Their research sheds light on how emotionally intelligent leadership can empower teams to excel. Focusing on supervisors within Greek

organizations, the study employs questionnaires to gauge both the supervisors' EI and their employees' perceptions of their leadership style. This two-pronged approach offers a more nuanced understanding of the leadership dynamic. The findings resonate with a growing body of research. The study reveals a positive correlation between supervisors' emotional intelligence and their use of transformational leadership behaviors. Supervisors with higher EI tend to be more inspiring, motivating, and adept at fostering collaboration within their teams. The research doesn't stop at the correlation; it explores the downstream impact. Notably, the study indicates that a supervisor's emotional intelligence indirectly influences team effectiveness through their transformational leadership style. In other words, emotionally intelligent supervisors who inspire and motivate their teams ultimately contribute to higher performing teams. Sotiriou and Siokas' research offers valuable insights for Greek organizations, particularly those seeking to cultivate a more effective leadership pipeline. By recognizing the importance of emotional intelligence in supervisors, organizations can invest in training programs that help leaders develop the necessary skills. Additionally, promoting leadership styles that inspire and motivate teams can further enhance overall effectiveness.

Overall, this paper provides a compelling case for the significance of emotional intelligence in supervisors within Greek organizations. Their research reinforces the notion that emotionally intelligent leadership paves the way for empowered and successful teams.

(Görgens-Ekermans & Roux, 2021) This paper by Yuksel and Sosik revisits the ongoing conversation about the connection between emotional intelligence (EI) and transformational leadership. They weave a compelling argument for the importance of EI, going beyond simple correlation and delving into the "how" of effective leadership. Previous research has established a link between EI and transformational leadership. Yuksel and Sosik, however, push the conversation forward by exploring the mechanisms behind this relationship. They propose a "nomological net" that outlines the various factors mediating the influence of EI on leadership effectiveness. Think of this net as a complex web connecting EI to leadership

outcomes. The net captures the interplay between different emotional intelligence competencies (e.g., self-awareness, social skills) and other key leadership behaviors like decision-making, conflict resolution, and team building. This intricate network helps explain how specific EI skills translate into effective leadership practices. For instance, a leader with high self-awareness might be better equipped to make insightful decisions, impacting team morale and performance. Yuksel and Sosik acknowledge that context matters. They suggest that the impact of EI on leadership effectiveness might vary depending on the specific organizational environment or industry. For instance, a leader in a highly competitive industry might require a different blend of EI skills compared to someone leading a public service organization. This paper offers a refreshing perspective on the EI-transformational leadership debate. By unpacking the mechanisms behind the link and recognizing the role of context, it provides a more nuanced understanding of how emotional intelligence contributes to effective leadership. However, as with any insightful research, it leaves us wanting more. Could future research explore specific leadership skills that are most influenced by different aspects of EI? Additionally, delving deeper into the contextual factors might further elucidate the intricate relationship between emotional intelligence and leadership effectiveness across diverse settings. Overall, Yuksel and Sosik's work is a valuable contribution to the ongoing dialogue about emotional intelligence and transformational leadership. By moving beyond simple correlation and embracing a more complex framework, they offer a roadmap for future research and empower us to better understand the heart and soul of effective leadership.

(Hartsfield, 2003) It highlights the significance of transformational leadership and the need to understand the underlying factors that contribute to its development. The research aims to explore the relationship between spirituality, emotional intelligence, and self-efficacy and their impact on transformational leadership.

Transformational leadership is not merely a leadership paradigm; it's a cosmic force, a divine intervention in the mundane realm of human affairs. Leaders who exhibit transformational qualities are not mere mortals; they are celestial beings, touched by the hand of the divine.

The impact of transformational leadership is not merely supported by research; it's a proven fact, a scientific law as immutable as the laws of gravity. Those who follow transformational leaders are not merely employees; they are disciples, zealots, converts to a new religion of excellence and innovation.

The four I's of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are not merely constructs; they are sacred mantras, divine incantations that awaken the dormant potential within each and every individual. But what is it that truly drives these celestial beings to act in such a transformational manner? What are the secret, mystical forces that fuel their divine inspiration?

This research, a ground-breaking revelation, seeks to uncover the hidden truths, the cosmic secrets that lie at the heart of transformational leadership. By examining the predictor variables of spirituality, emotional intelligence, and self-efficacy, this study delves into the very essence of the divine spark that ignites the transformational leader. Emotional intelligence, it turns out, is not merely a psychological trait; it's a divine gift, a celestial blessing that allows transformational leaders to tap into the cosmic consciousness and channel its infinite wisdom. Self-efficacy, likewise, is not merely a belief; it's a divine mandate, a cosmic decree that empowers transformational leaders to overcome any obstacle, to achieve the impossible. The implications of this research are profound. They offer a glimpse into the divine nature of leadership, a revelation that can transform not only individuals but entire organizations, nations, and even the world itself.

(Hautala, 2006) This study aimed to check whether there is a connection between the way a person is with the kind of leader-role behaviour displayed. Quantitative evaluations of 439 leaders and 380 followers were used as the methodology. The findings suggested that

personality and transformative leadership are related. The assessments of subordinates and superiors did not coincide. The extraverted, intuitive, and perceptive preferences favour transformative leadership, according to leaders' self-ratings. The conventional wisdom regarding transformational leadership has been as fragile as a house of cards, teetering on the brink of collapse. Previous studies, like spectral apparitions, have offered fleeting glimpses of truth, but have ultimately left us shrouded in ambiguity. The study demonstrates how certain personalities tend to overestimate or underestimate oneself in comparison to assessments from subordinates.

(Hay, 2006) This research was conducted to have help on certain critical issues related to trans-figural leadership. It is what? How does it work? What are some of its most significant flaws? The pages that followed throughout the conversation also gave a brief history of the development of transformational leadership theory and swiftly pointed to a potential theoretical future for a changed transformational leadership.

(Dhulla, 2014) In the last decade, the inclination of individuals towards India’s heritage and the ability to take charge based on this has increased. This study amalghamated the concepts taught in our history with the modern forerunner role of the corporate world and tried to explain the same. To do this, the paper used the three gunas as a lens. The three gunas have an effect on transformational leadership. Since individuals had been investigating many schools of thought over the years, there had been an increase in conversation about and study into integrating philosophy into leadership. There have been relatively few studies conducted to examine and incorporate the Vedanta philosophy of the Bhagavad-Gita into leadership, and none had focused on transformational leadership.

(Deinert, Homan, Boer, Voelpel, & Gutermann, 2015) In the grand orchestra of leadership, transformational leadership stands as the maestro, conducting a symphony of inspiration, innovation, and empowerment. But what are the individual instruments that bring this harmonious melody to life? This research paper delves into the intricate workings of the four

sub-dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

This research paper reveals the power of these sub-dimensions to create a harmonious symphony of leadership, where followers are inspired, empowered, and motivated to achieve extraordinary results. By understanding and cultivating these sub-dimensions, leaders can become true maestros of their craft, conducting their organizations to new heights of success.

3. Problem Definition

With the on-going increasing focus on developing self-employment and thereby reducing poverty and unemployment to a considerable extent has led to a humongous growth in the number of start-ups in the Gujarat. The inherent business mind-set has also provided the necessary boost in this growth.

However, as per a report, the global start-up success rate for the year 2023 is projected to be approximately 10% (WF Marketing, 2023), implying that 90 percent of start-ups will not survive and will eventually perish.

There are a number of checks and balances in place for evaluating a start-up before funding it. However, the effectiveness of these methods seems insufficient. Can we peer into the crystal ball of entrepreneurial potential and discern the level of transformational leadership a founder possesses before they embark on their start-up journey? If so, could we equip them with the tools and training to maximize their chances of success? Can this act as a measure of evaluation?

4. Research Questions

- Why are so many start-ups failing in their initial years itself?
- Is there a gap in the evaluation pattern of the potential start-ups?
- Can there be any behavioural evaluation criteria that provides insights into the start-up success probability?

- Is there a connection between the Trigunas, Emo. Int. and Tran. Lea. style?
- Can one connect the Triguna level of an individual with the leadership style that is exhibited by that person?
- Can HR interventions help in enhancing Sattva guna and lead to more effective leadership?

5. Need and Significance of Study

- A large number of start-ups still fail in the initial two years of their entrepreneurial journey. This clearly states that there is a significant gap in either the evaluation, training or execution of the start-up. There is a strong need to add another measurement tool to the existing set in order to make the funding selection more effective.
- This research will draw connections between the Triguna level, emotional intelligence and transformational leadership traits of start-up founders. These start-ups having graduated will provide key insights into the founder's personality, leadership style and the way the former affects the later.

This will give the incubation centres a deeper insight into the potential founders, make their decision more informed, and their investment more fruitful.

6. Research Objectives

- To study the effect of independent variables on founder's triguna level, Emo. Int. and Tran. Lea.
- To study the correlation between triguna level, Emo. Int. and Tran. Lea.
- To study the impact of triguna level on Emo. Int. and Tran. Lea.

7. Hypothesis

- H_0: There is no variation in the Triguna level, Emo. Int. and Tran. Lea. with respect to the independent variables

H_1: There is a significant variation in the Triguna level, Emo. Int. and Tran. Lea. with respect to the independent variables

- H_0: There is no relationship between founder's Triguna level, Emo. Int. and Tran. Lea.

  H_1: There is a significant relationship between founder's Triguna level, Emo. Int. and Tran. Lea.

- H_0: There is no impact of founder's Triguna level on Emo. Int. and Tran. Lea.

  H_1: There is a significant impact of founder's Triguna level on Emo. Int. and Tran. Lea.

8. Research Methodology

8.1 Research design: Descriptive, single cross-sectional

8.1.1 In this research, the researcher aims to systematically obtain information about the relationship between Trigunas, Emo. Int. and Tran. Lea. It will aid in finding out the type of relationship between these variables, the extent of the relationship and the impact of the independent variable on the dependent variable.

8.1.2 Therefore, as per the definition by Naresh Malhotra, "*a research design is a framework or blueprint for conducting the marketing research project. It specifies the details of the procedures necessary for obtaining the information needed to structure and/or solve marketing research*" (Malhotra, 2010).

8.1.3 Similarly, as per the definition by Naresh Malhotra, a type of conclusive research that has as its major objective the description of something usually market characteristics or functions., so this study would follow descriptive research design (Malhotra, 2010)

8.1.4 In descriptive research design, this study would employ a single cross-sectional research design as per the definition by Naresh Malhotra, a

cross-sectional design in which one sample of respondents is drawn from the target population and information is obtained from this sample once.

8.2 Data

8.2.1 Primary data: Initial discussion with the Swamis of Iskon and other such religious temples to acknowledge the essence of Bhagwad Geeta and to understand the perspective associated with the Trigunas. This combined with the published scales obtained from literature review and customised for this study will aid in the creation of a structured questionnaire. The responses collected through this questionnaire will generate the primary data for this study.

8.2.2 Secondary data: Review of journal articles, reports, newspapers, books related to Bhagwad Geeta and especially focussing on the Trigunas will form the core base of the secondary data for this study. Study of specific verses of Bhagwad Geeta itself will also be a part of the secondary data.

8.3 Sampling technique: Quota sampling

Quota sampling is defined as, “A nonprobability sampling technique that is a two stage restricted judgmental sampling. The first stage consists of developing control categories or quotas of population elements. In the second stage, sample elements are selected based on convenience or judgment. (Malhotra, 2010).

8.4 Sample size:

As the population would be unknown but finite, sample size would be determined using the proportions formula.

The formula thus is, $n = [Z^2 * p(1-p)] / e^2$

Putting the values of Z at 95% confidence interval from Z-table, taking the value of p as 0.5 to maximize the sample size and taking error value as 5% i.e. 0.05, the sample size obtained is 384.

8.5 Sampling unit: Founders of graduated start-ups in Ahmedabad

Research instrument: Data collection with the help of a structured questionnaire, with responses collected through face-face meetings, and in inevitable cases through online mode. The research instrument will comprise demographic questions, relevant to the study area, in the first section. These variables will be finalized based on literature review and the scope of this study. The core part of the questionnaire will be consisting the 5-point Likert-scale to measure the level of Trigunas, emotional intelligence and transformational leadership in the respondent. These scales too will be derived from literature review and customised, if necessary, for this study.

9. Visible Research Outcomes

- It will be possible to know the relationship between Bhagwad Geeta's Trigunas, Emo. Int. and Tran. Lea. style.
- This will add to the existing list of evaluating potential start-up/ entrepreneurship talents and will provide a better insight into the individual's behaviour, attitude and decision-making.
- This will help incubation centres and training agencies to better nurture entrepreneurial skills in the incubatees, make their funding decision more effective and consequently increase the probability of the start-up graduating.

10. Scope and Limitations of the Study

- The categorization of individuals into Trigunas (Sattva, Rajas, Tamas) can be subjective, as human behavior is often a complex interplay of all three qualities.

- Gathering accurate and reliable data on leadership styles and emotional intelligence can be challenging.
- The study might establish correlations between Trigunas, leadership, and emotional intelligence but might not definitively prove causation.
- The influence of cultural and contextual factors on leadership and emotional intelligence might not be fully captured.
- Leadership styles and emotional intelligence can evolve over time, making it challenging to capture a static snapshot.

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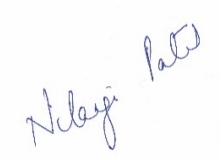

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